Center Director's Colloquia Series
Goddard Space Flight Center

What's Your Partnering Intelligence?

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Organizations are moving at the speed of light. How fast are you?

Three major drivers transforming how work gets done:

- **Information-based decision making**

- **Technological Innovation**

- **Global Marketplace**

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Work is transitioning and requires a network based on interdependence

Organizational trends are accelerating the need to partner:

- **Old-New Economy mergers**

- **Networking Technology**

- **Overlapping Needs / System Requirements**

- **Consumer / Generational trends**

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Organizational Structures are adapting to the new work reality

- *Hierarchies giving way to networks*
- *Functional areas becoming matrix-based*
- *Project teams ebb and flow*
- *Multi organizational projects are common*

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New work structures are resulting in:

- *Cross pollination of knowledge / technology is blurring ownership*
- *Organizations are increasingly interdependent*
- *High need for trust to maximize potential*
- *Requires win / win strategies*
- *Driving fear out of the organization*

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Today leaders must re-assemble their business models based on new work constructs

Industrial (old)		*Information Age (new)*
Control means of production	✍ ✍ ✍	Open means of production
Based on scarcity	✍ ✍ ✍	Based on abundance
Hierarchical	✍	Network
Command & Control	✍	Collaboration
Linear / Sequential	✍ ✍ ✍	Organic
Win / Lose	✍ ✍ ✍	Win / Win
Material	✍	Information

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To move rapidly in the new workplace environments, you need a reliable infrastructure

Components of an Infrastructure:

- **Solid Strategic Framework**
- **Partnering Capabilities**
- **Aligned Human Resource Competencies**
- **Project Management Methodology**
- **Problem Solving Skills**

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Holistic Organizational Model: Strategic Framework

Ethereal

Vision / Values / Ethics

Products / Services

Mission

Culture

Strategic Direction
Strategies / Processes

Material

Organizational Success

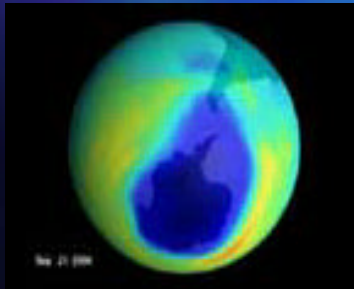**Partnership Continuum** INCORPORATED

Building a Strategic Framework is the Critical First Step

Components of a Strategic Framework:

Goddard Space Flight Center's Vision

"We revolutionize knowledge of the Earth and the universe through scientific discovery from space to enhance life on Earth"

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Building a Strategic Framework is the Critical First Step

Goddard Space Flight Center's Mission

- *GSFC enables discovery through leadership in Earth and space science.*

- *We serve the scientific community, inspire the Nation, foster education and stimulate economic growth.*

- *We partner with others to achieve NASA's goals.*

- *We create technologies that support and advance these endeavors to take full advantage of doing research in space.*

- *We accomplish this through innovation in all we do.*

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Building a Strategic Framework is the Critical First Step

Goddard Space Flight Center's Values

Agility   **Balance**   **Creativity**

Dedication   **Integrity**   **Respect**

Teamwork   **Safety**

Outcome Results in Culture:
The Organization's Environment

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Holistic Organizational Model:
Strategic Framework

Ethereal

Vision / Values / Ethics

Products / Services

Mission

Culture

Strategic Direction
Strategies / Processes

Material

Organizational Success

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Building a Strategic Framework is the Critical First Step

Material Outputs

- **Program Goals: 1 – 6**
  - **Strategies**
  - **Objectives**
  - **Processes**
  - **Products and Services**

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Material advantages, such as new technology or products, are fleeting

Competitive Advantages in the Information Age:

- **Vision and cultural capabilities**

- **Multiple connections through partnership network**

- **Access to diverse knowledge sources**

- **Innovative and creative use of information**

- **Robust internal partnerships, focused and aligned**

- **Strong external alliances**

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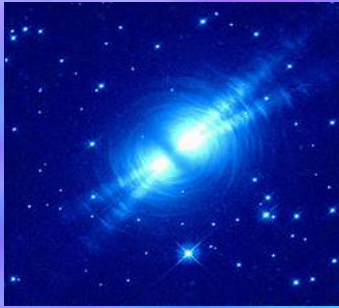# Businesses must build a partnering capabilities or face becoming obsolete

Partnering capabilities have two components:

- **A Defined Partnering Process**

  Partnerships by design are more successful than partnerships by evolution

- **People with a High Partnering Intelligence**

  To have a great partnership you need to be a great partner

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Definition of a Partnership

When two or more people need to work together to accomplish a task while building a relationship that is based on trust and is mutually beneficial.

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The Partnership Continuum's partnering model is designed to bring balance to partnerships

Stages of Partnership Development
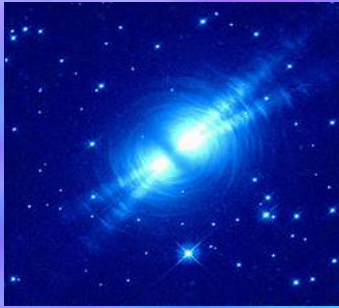

Stages of Relationship Development

A partnering process ensures balance between two important partnering dynamics
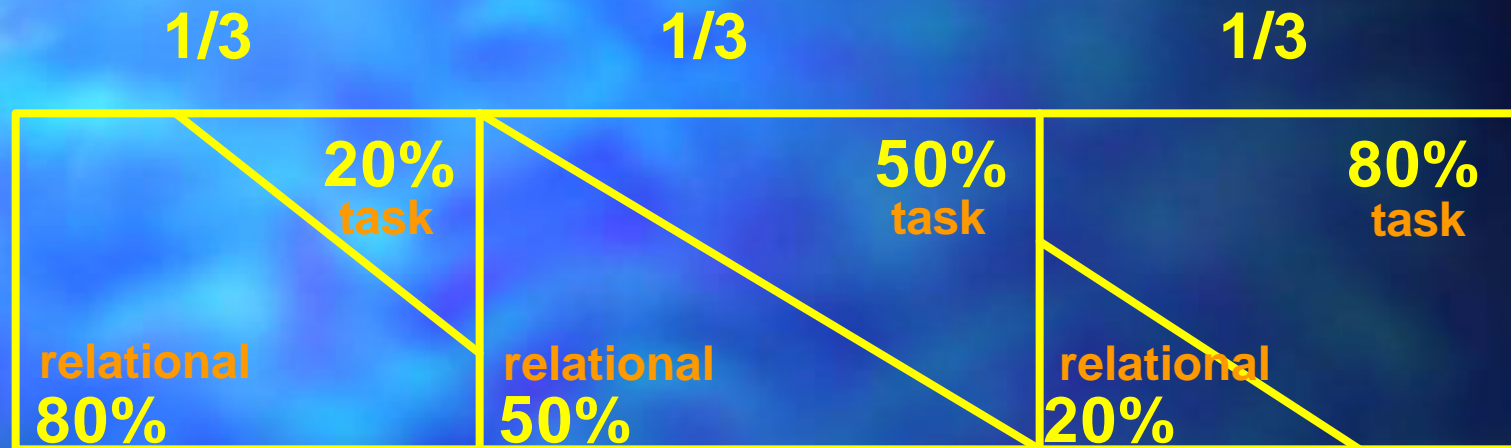
Task:

Successfully completing the goals and objectives of the partnership

Relationship:

Building a trustworthy and mutually beneficial relationship

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Formula to Balance Task / Relationship Dynamics

1/3   1/3   1/3

20% task   50% task   80% task

relational 80%   relational 50%   relational 20%

Form →

Storm →

Norm →

Perform

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What are Task Issues?

Task Issues Include:

- Identifying and assembling the partners
  - Defining the partnership Vision / Mission
    - Developing the project plan
      - Implementing the activities / tasks
- Measuring for performance
  - Project updates and communications
    - Monitoring on-going issues
      - Continuous PDCA

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What are Relational Issues?

Relational Issues Include:
- Decision Making
  - Conflict Resolution
    - Leadership / Authority
      - Roles / Responsibilities
- Needs Identification
  - Communications
    - Escalation
      - Exit Strategies

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"Partnerships by design are twice as successful as those by evolution"

Stages of Partnership Development:

- **Assess**
  Understanding what you need and want from a partnership

- **Explore**
  Identifying the right partner and establishing a win / win

- **Initiate**
  Initiating an activity and building trust

- **Commit**
  Determining long-term viability and committing

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The most common reason partnerships fail is because of relationship issues

Stages of Relationship Development:

- **Form**

  Coming together to understand needs

- **Storm**

  Asserting our needs and creating opportunities for win / win

- **Norm**

  Working together to accomplish the task and build trust

- **Perform**

  Aligning my success with yours, generating creativity and synergy

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In reality…
Businesses don't partner, <u>people</u> do!

High Partnering Intelligence or "PQ" is based on Six Partnering Attributes:

- **Self-Disclosure and Feedback**

- **Win / Win Orientation**

- **Ability to Trust**

- **Future Orientation**

- **Comfort with Change**

- **Comfort with Interdependence**

The six partnering attributes create the partnering culture

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Partnering attributes enable partners to accelerate through the stages of relationship development

Form ? Storm ? Norm ? Perform

| Form	Storm	Norm	Perform
Self-Disclosure	Self-Disclosure	Self-Disclosure	Self-Disclosure
	Win/Win Orientation	Win/Win Orientation	Win/Win Orientation
	Ability to Trust	Ability to Trust	Ability to Trust
		Future Orientation	Future Orientation
		Comfort with Change	Comfort with Change
			Comfort with Interdependence

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Embedded in the partnering process is the cycle of Continuous Improvement
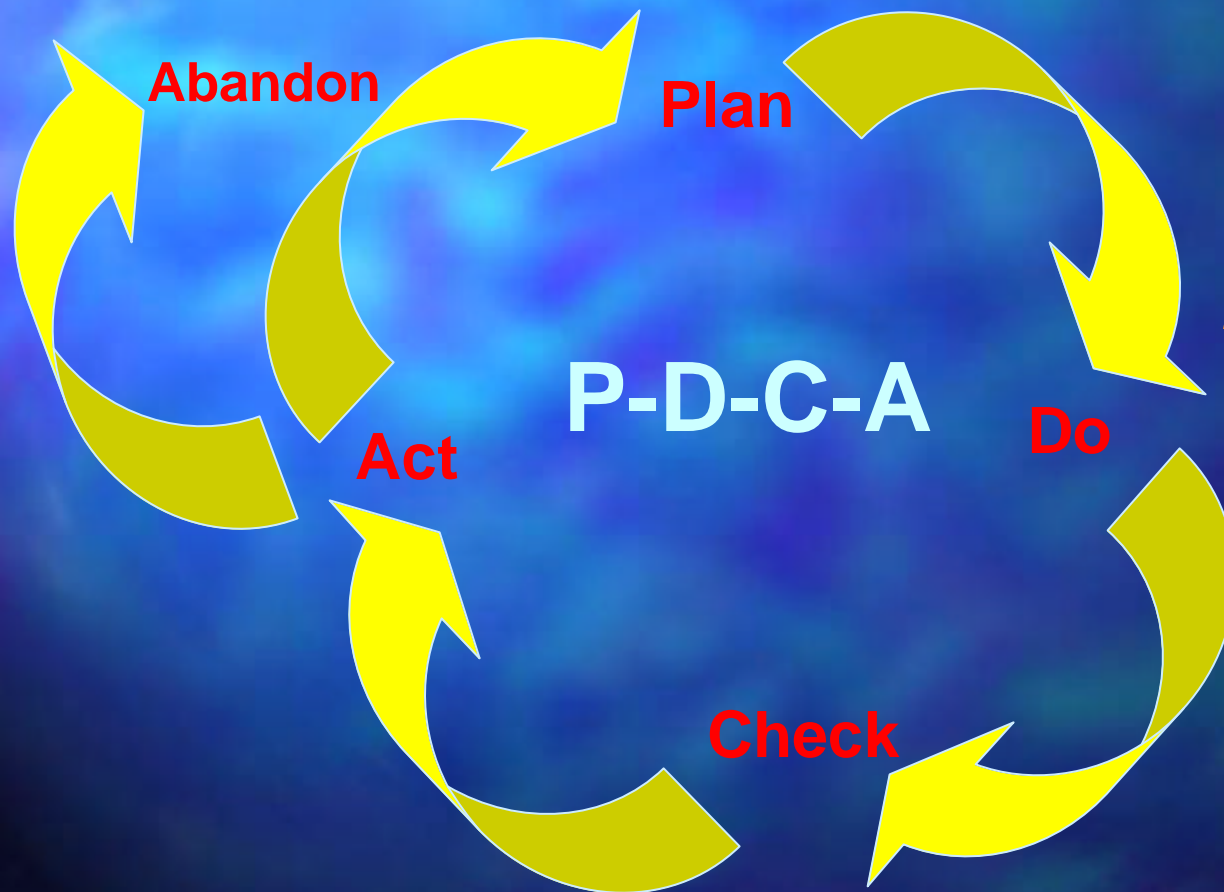
Use CI for both task and relationship

Abandon

Plan

Act

P-D-C-A

Do
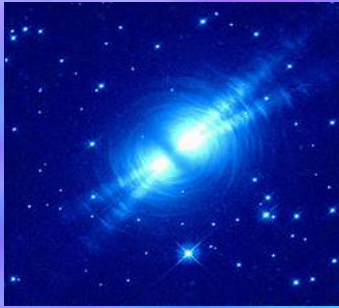
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Tips for leveraging your partnerships

During the Assess Stage: Know Yourself

- **Build your "partnering infrastructure"**

- **Identify your partnering team**

- **Know your strengths and weaknesses**

- **Assess your needs**

- **Develop specific partnering objectives**

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Tips for leveraging your partnerships

During the Explore Stage: Know Your Partner

- Spend time up front developing a relationship

- Assess potential partners for both ethereal and material "fits"

- Understand your partner's needs as well as your own

- Define specific areas of win / win

- Formalize your "partnership agreement"

- Plan your initial activity together

- Agree on an exiting strategy

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Tips for leveraging your partnerships

During the Initiate Stage: Define Value / Build Trust

- **Communicate partnership plans and objectives**

- **Create a joint project plan**

- **Implement your initial activity**

- **Monitor activity for value generation and synergy**

- **Confirm relationship development and trust**

- **Review activity outcome**

- **Plan for next steps**

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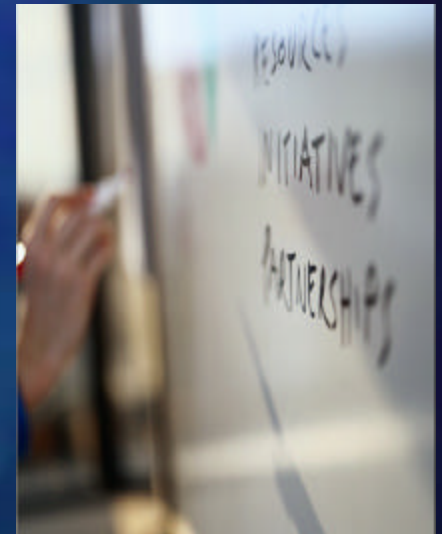
Tips for leveraging your partnerships

During the Commit Stage:

Integrate partnering into the culture

- **Determine areas of partnership readiness**

- **Develop a plan to increase skills where needed**

- **Review Vision / Mission of partnership**

- **Develop a mutual Strategic Plan**

- **Integrate partnering infrastructure into the culture**

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Find, Hire, Keep, Promote and Reward the Best and Brightest

Aligned Human Resource Competencies

- **Identify Executive and Managerial Competencies**
- **Recruit and retain the right people**
- **Focus people on doing the right things**
- **Recognize and reward**
- **Build loyalty**

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Embedded processes build speed and reduce defects

Build a Project Management Methodology

- Agree on your partnering process
- Determine project management methodology
- Train people on its use
- Consistently use the same methodology
- Tie metrics and data collections processes to the methodology

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Problem solving processes ramp-up speed by reducing defects and driving consistency

Problem Solving sustains achievements

- Select and agree on a problem solving process
- Train people on how to use it
- Embed its use in the culture
- Tie process to data collection and governance processes
- Increase improvement cycle and result rates

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Most Common Mistakes*
Top 12 List

12. Inappropriate team membership

11. Failure to address internal / external partnership issues

10. Inability to create a win / win orientation in building common platforms

9. Departments fail to support organizational partnership due to self-interest

8. Lack of internal partnerships resulting in poor cross-functional coordination

7. Lack of clear boundaries and scope

6. Lack of leadership support

5. Lack of defined mutual benefits and measurement systems to track it

4. Allowing partnership by evolution rather than design

3. Failure to build a trusting relationship into the partnership

2. Failure to develop a partnering culture based on the Six Attributes

1. Failure to have an agreed to Vision / Mission / Strategic Directions

*Based on a Survey of 25 failed partnership January – August, 2000 – Partnership Continuum, Inc.

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Smart Partners use a Partnering Infrastructure

Components of an Infrastructure:

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